

## THE CHALLENGES OF MIGRANT EMPLOYEES AND IT'S IMPACT ON INTENSION TO LEAVE

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### ABSTRACT

*This study focuses on understanding the various challenges faced by migrant employees in Qatar. Further, the influence of the challenges on their intension to leave the country is also attempted.*

**KEYWORDS:** Challenges, Job Related Challenges, Challenges from Family and Friends & Social Challenges and Intension to Leave the Country

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### INTRODUCTION

The human resource management is the most vital resource of any nation. Earlier people were contented and they used to resist their employment to their location. They were hesitant towards mobility. Now the situation is completely different. People move out of their nativity for employment. Not only that, their mobility for better opportunity as well. They also cross the borders for improving their standard of living. Migrant employees are those who move from their native place for employment. They are classified as internal migration and external migration. Internal migrants are those who move within their country. They generally move from rural to urban for many reasons. There will be movement from urban to urban also for betterment. External mobility is crossing the country's border.

The external migrants relish many advantages like job opportunities, better standard of living, good education for children, international exposure, social status etc. Apart from these merits there are enumerable disadvantages. The migrant employees face lot of issues in the host country. Their work load is much more than the standard, sometimes they are expected to continuous shifts, leaves are restricted and unable to avail when needed, the climatic condition is completely different, food may not suit, cultural differences, unaccepted in the work place and society etc. In spite of all these hurdles they have plenty of challenges as well. The government policies may change and there may not be job security, skill set required may change and it might be due to change in use of technology, career development opportunities may be less for migrant employees, there may be national disparity among employees and from the management as well. There will be social taboo and competing in the labour market is also a major challenge found among migrant employees. Apart from the disparity in the work place there are some social issues as well. They leave family and stay alone in the host country. For them getting house for rent, friend to change his views are difficult in the host country. They face challenges relating to have

trustworthy friends. No one understands his issues even his family members do not understand him and wants him to work there for the sake of money. This leads to a state of dejectedness and feels lonely. Finally this drives an individual to leave the country by resigning the job.

## REVIEW OF LITERATURE

Gupta(1998) found that migrant employees expressed lot of discontent in the guest place like reduction in pay and opportunity for development, tension between local and migrant employees and also social isolation between guests and host is more. So, the migrants have to face the challenges from organization and society and that makes them to feel isolated from the society. Anisur Rahman (1998) marked that the skill level are much more among migrant employees and also there was remarkable improvement in the economic status of their families. This also gave way to maintain relationship with friends and relatives. This finding is not different from the earlier study. He identified that the relationship got strengthened in the homeland only. Bruce New Bold (2008) studied migrants within USA and compared black and white migrants. The return rate of black migrants was higher than whites and their remigration is also lower. Prabha and Sekar (1998) also analysed that they encouraged migrants when there is need for less salary; but, after liberalization they argued that they have taken jobs. When they come back to native they should be valued and encouraged. Prakash (2000) found that many migrants returned from gulf countries because of a change in government policies, unemployment and non-payment of salaries for more than six months. Rajan and Narayana (2010) found that many employees lost their jobs in gulf countries. Among them fifty per cent of them got other jobs there itself and twenty five per cent of them living without proper visa. There should be support from both countries to avoid such illegal practices. This also leads to social isolation status. Applebaum et al (2017) mentioned that intention to leave is the next step of migrants when they are dissatisfied with the work place. Barak et al., (2017) mentioned the reasons for intention to leave are burnout, stress, less commitment and social isolation.

## RESEARCH GAP

From the above reviews made it is obvious that various problems and challenges lead to social isolation among the migrant employees. Ultimately, there is the possibility of making a decision of leaving the country. But, these studies only said that the problems of migrant employees make them to feel lonely and may lead to leave the country. But, these studies mentioned the link between challenges, social isolation and intention to leave. But, the relationship was studied earlier. This is the gap identified and tried to the relationship between these variables.

## OBJECTIVES

- To identify the various challenges that the migrant employee faces;
- To verify the influence of the challenges on their intention to leave the country

## METHODOLOGY

The research design is descriptive and specifically cross-sectoral research. The sampling technique is purpose sampling. Qatar is fast developing in all spheres like economic, political, cultural, sports, financial and communication arenas with its national vision 2030. The country is also planning for the world cup in 2022. This brought Qatar into greater consciousness worldwide. Expatriate labourers are behind the infrastructure development of the nation. Qatar's labour law and practices especially towards the construction industry suggest number of risks to the country's global standards and

reputation. Low wages, difficult living and working conditions gained serious criticism along with threats to take action against world cup. Moreover, Qatar is under blockade by its neighboring countries and migrants to Qatar is narrowed and so resulting in higher chances of migrant being confined to harder working conditions and challenges. This is the purpose of choosing Qatar for the study and it is confined to workers alone. As per census 2017, “migrants from India are 650,000 contributing to twenty five per cent”. Hence, Indian migrant were chosen for the study. Among the seven major employers the top most employer is Consolidated Contractors Company with an investment of \$965 million and employing 3500 employees and among them 1032 are Indians. Among them twenty per cent are taken as sample. The sample is 200. The questionnaire is used as a tool for data collection. Reliability of the tool is calculated using the Crobbach Alpha value and it was calculated as 0.89. Validity is ensured by obtaining nine experts opinion and the content validity of the statements ranged between 0.78 and 1.0. Reliability and the validity of the tool because the values

## FINDINGS

Challenges of migrant employees are listed in twenty two statements and measured in seven point scale, where 1 stands for not at all challenging and 7 stands for always challenging. These twenty two factors are reduced using factor analysis by using principal component analysis. All the extraction values above 0.05 were considered for further analysis and again ensuring the validity. The KMO test result also indicates that the reduction is justifiable. The p-value is less than 0.01 and the reduction is justifiable.

KMO Value =0.863; Chi-square value = 8021.166 and p value = 0.001

## CHALLENGES

**Table 1: Total Variance Explained for Challenges**

Component	Initial Eigen Values			Extraction Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.125	41.478	41.478	9.125	51.478	51.478	4.938	34.444	34.444
2	3.929	8.768	50.247	3.929	13.306	64.784	4.361	21.824	56.268
3	1.653	7.515	57.762	1.653	7.515	72.299	2.867	16.031	72.299
4	.996	6.072	63.834						
5	.983	5.378	69.212						
6	.980	4.453	73.665						
7	.893	4.059	77.724						
8	.796	3.618	81.342						
9	.550	2.502	83.844						
10	.495	2.250	86.094						
11	.467	2.124	88.218						
12	.462	2.098	90.317						
13	.352	1.598	91.915						
14	.309	1.404	93.318						
15	.292	1.329	94.647						
16	.244	1.109	95.757						
17	.207	.942	96.699						
18	.188	.855	97.554						
19	.164	.745	98.299						
20	.148	.671	98.970						
21	.136	.618	99.588						
22	.091	.412	100.000						

Source; Primary data computed

From the above table it is found that there are three factors are obtained by reducing the factors. Factors reduced with Eigen values above one were alone considered for further analysis. The three reduced factors represent 72.30 per cent of the total variables considered. The three factors explain 72.30 per cent of the twenty two statements.

**Table 2: Rotated Component Matrix**

	1	2	3
Companion	.754	.117	-.222
Adjusting with national disparity	.742	-.450	.078
Missing people	.731	.226	.070
Managing social taboos	.717	.049	-.170
Limited friends	.714	.114	.112
Rejected	.707	.048	.158
Call Friends	.689	-.090	.324
Managing ethnical differences	.685	-.358	.053
Preparing for career growth	.651	.751	.013
Capable of facing competition in the labour market	-.593	.687	-.308
Close people	.421	.667	.086
Family listening	.365	.665	.409
Emptiness	.253	.653	.421
Capable of meeting changes in job skills	.209	.575	.457
Proving self capability in the present job	.216	.550	-.487
Meeting the job standards	.211	.511	.209
Close Friend	.187	.405	.650
Person to lean	.332	.024	.632
Trustful Friends	.154	.218	.625
Understanding me	.189	.214	.614
Sharing Problem with family	.252	-.179	.606
Share day to day Problem	.193	.413	.574

**Source:** Primary data computed

From the above table it is observed the factors that are inter correlated among themselves to form as three factors. The first factor is constituted by eight factors. The first factor is the social factor because the factors are relating to social aspects. The first factor is lack of companionship with factor loading of 0.754; this is followed by the challenge of facing national disparity with factor loading of 0.742. The third statement is supported by the aspect is no one around them and they miss people with factor loading of 0.731; the next challenge is managing social taboos and the factor loading for this aspect is 0.717. This is further contributed by challenges like having friends, rejection in the society, no one friend to call and share and managing ethnical differences with their corresponding factor loading of 0.714, 0.707, 0.689 and 0.685. All these factors lead them towards social isolation and so this factor is termed as *social isolation*.

The second factor is also contributed by another eight aspects and they are relating to their job. These are the aspects that are highly inter-correlated and differ from other aspects. The eight aspects that contribute to the second factor in the order are: Challenges relating to preparing for the career growth, challenges in facing the competitive labour market, having trusty people in the work place, challenge of convincing the family, facing the feel of emptiness, additional challenge of preparing for the changing skill requirements, challenge in proving oneself in the present job and meeting the standards in the job with their corresponding factor loading of 0.751, 0.687, 0.667, 0.665, 0.653, 0.575, 0.550 and 0.511. This factor comprises of these eight factors in the same order.

The third factor is of six aspects and they are related to family and friends. The aspects relating to third aspect are: challenging in having a close friend in the host country with factor loading of 0.650. The second aspect is getting a person

to lean when needed with factor loading of 0.632; the other aspects that follow are challenges relating to have trustful friends, finding people who can understand me, sharing problem with family and sharing of day to day problems because of being away from the homeland with their respective factor loading of 0.650, 0.632, 0.625, 0.614, 0.606 and 0.574. These challenges are related mainly to family and friends and this is the third factor.

The three challenges are Social challenge, Job challenges and challenges relating to friends and family. The most important challenge is the social challenge and that is the primary one and second is the job related challenges that are to be addressed. The final one is the challenges from the side of family and friends.

### INFLUENCE OF CHALLENGES ON INTENSION TO LEAVE THE COUNTRY

Multiple regression analysis is used to find the influence of these challenges on their opinion of leaving the country. The independent variables are social challenges, job challenges and challenges from family and friends and the dependent variable is the intension to leave the land of work place.

The regression model was found to be fit because the F- value is 208.07 and p-value is 0.001. In this case p-value is less than 0.01 and the model is found to be a good fit.

**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.624 <sup>a</sup>	.498	.487	5.31538

From the model summary it is observed that the adjusted R-square value is 0.487. This implies that the independent variables prediction on the dependent variable is 48.70 per cent. The social challenge, job challenges and challenges from family and friends predicts the intension of leaving the land of work place to the tune of 48.70.

**Table 4: Prediction of Intension to Leave**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	21.002	2.021		10.389	.000
Social Challenges	.934	.065	.824	14.281	.000
Job Related Challenges	.786	.044	.742	9.887	.000
Challenges from Friends and Family	.491	.031	.289	4.756	.036

From the above table it is found that social challenge is the highest predictor of intension to leave because the beta value is 0.624 which is the highest among the three. The second predictor is job related challenges with the beta value of 0.742. The least predictor is the challenges from family and friends with the beta value of 0.289. This can be linearly expressed as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3$$

Where Y is the intension to leave the country

X1 is social challenges

X2 is Job challenges

And X3 is challenges from family.

$$Y = 21.002 + 0.934X1 + 0.786X2 + 0.491X3.$$

To reduce the intension to feel by one unit the social challenge is to be reduced to the tune of 0.943 when other two challenges are kept constant. Similarly, to reduce the intension to leave the country by one unit challenges in the job is to be reduced by 0.786 units keeping the other two factors constant. These two challenges contribute significantly at one per cent level because the p-values are less than 0.01. To reduce the intension to leave by one unit, family related challenges need to be reduced by 0.491 per cent keeping the other two challenges constant. This is significant at the five per cent level because the p-value is 0.036 which is less than 0.05.

## SUGGESTIONS

By addressing the social issues of migrant employees they can be brought to ease to the maximum extent compared to other two factors. To minimize the social challenge main focus should be on having a good companion, managing the national disparity and overcoming social taboos. This is possible with the initiative of the migrant employees and also by the society.

To reduce the job related challenges the focus should be on preparing employees for career growth and also enable them to compete in the labour market. This is easily achievable by giving them training in skill requirement as well as on behavioural aspects also. The attitude change that can be brought in will also help to overcome the social challenges.

The challenges can be minimized by having a close friend and enable to lean to relax. The migrants among themselves can extend such support to overcome this challenge.

## MANAGERIAL IMPLICATIONS

Through this study it is found that the various challenges of migrant employees. By addressing these challenges the country that employees can reduce labour turnover and by which their cost of recruitment, selection and training them can be made less. This can also able to build loyal employees with high morale.

## FUTURE SCOPE OF RESEARCH

There are many more factors like various other problems like government policy changes, document related issues, and exploitation of migrants can also be taken as an independent variable predicting the intension to leave the country.

## CONCLUSIONS

The major challenges are social issues, job related challenges and family and friends. These are significantly contributing towards the decision of intension to leave the country. Mainly it is decided by social aspect and followed by job related challenges.

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